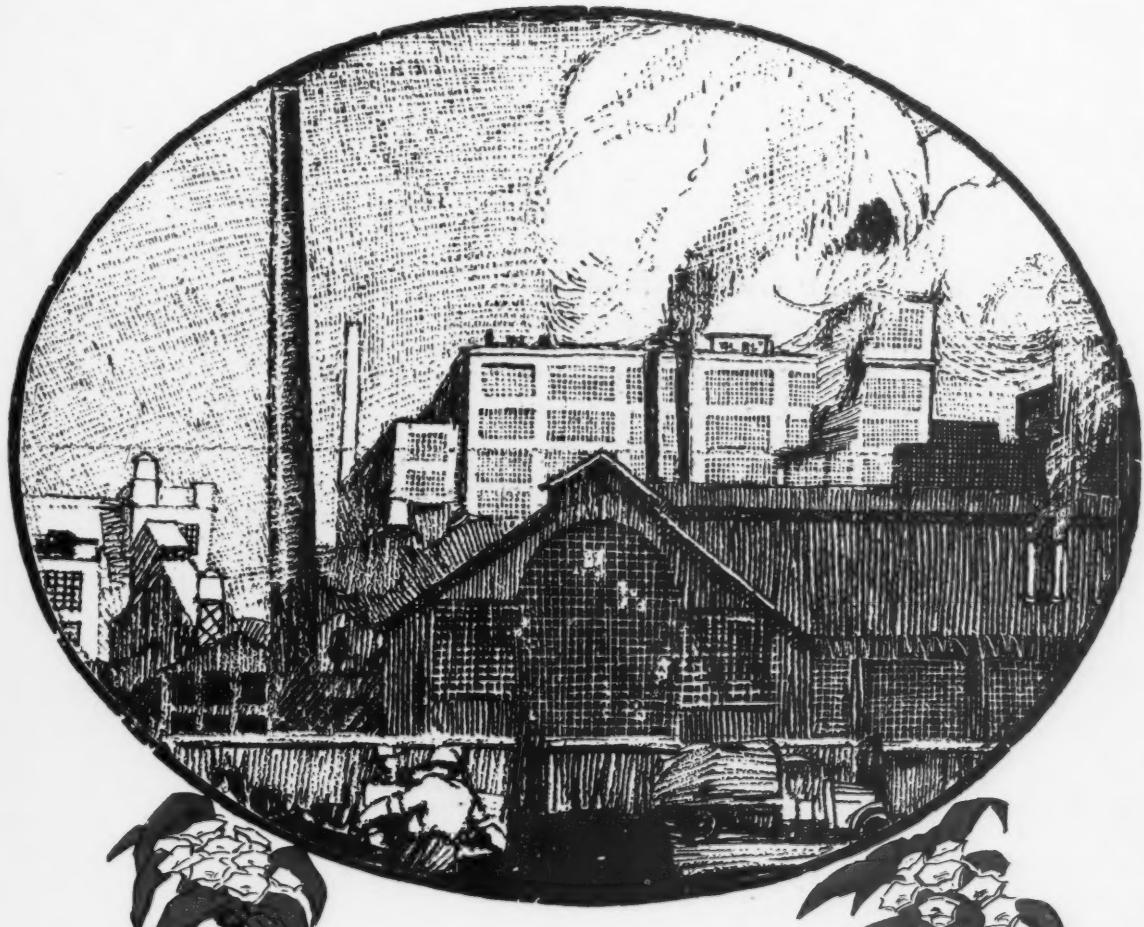


JULY



# CONNECTICUT INDUSTRY

PUBLISHED BY

*The Manufacturers Association of Connecticut, Inc.*

*To Connecticut Manufacturers*

MANY of you are undoubtedly Directors or Trustees of a banking institution. If so, you should read the May 1925 issue of

*"The Bank Director"*

a magazine for men who manage banks and direct them. It presents some plain talks on responsibilities of Bank Directors.

A copy will be sent you on request.

**Hadfield, Rothwell & Soule**

CERTIFIED PUBLIC ACCOUNTANTS

HARTFORD

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*General Partners*

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*published by*

The Manufacturers Association of Connecticut, Inc.

Phones 2-1157, 2-1158  
EXECUTIVE OFFICES, 50 LEWIS ST., HARTFORD.  
ANNA B. SANDS, EDITOR

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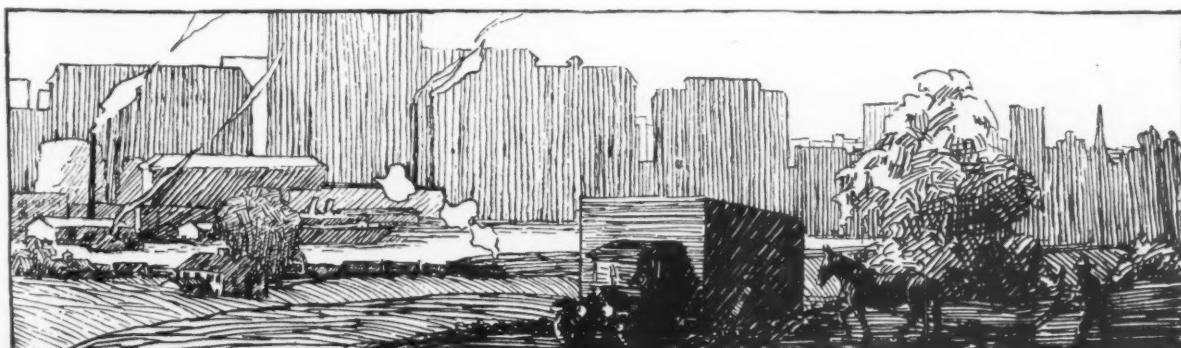
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## “HAVE FAITH IN CONNECTICUT”

Governor Trumbull has very properly given his support to the development of the Connecticut State Fair. It is an enterprise which under the new management deserves the endorsement and hearty co-operation of every citizen who has faith in Connecticut.

There are over 4,000 fewer farms in the State of Connecticut than there were in 1910. The abandoned acreage is enormous, and we in Connecticut, who import seventy-five percent of our food products, have done little to correct the situation. We have been content to allow our farmers to make their own fight against tremendous odds. We have allowed the Fair idea to die, because we have not realized the fact that the public presentation of ideas and accomplishments is one of the certain ways in which to stimulate competitive support, which invariably results in progress.

The Connecticut State Fair offers a medium through which Connecticut citizens may aid Connecticut agriculture. Whether it be through investment or moral support, Connecticut industry should signify its interest.

A handwritten signature in cursive script, appearing to read "Elbert Hubbard". The signature is written in black ink on a white background, enclosed within a decorative double-line rectangular border.

## EASTERN CONNECTICUT TEXTILE SHOW

*The First Exhibit Of Its Kind Held in Danielson.*

A most interesting and unusual exhibit, and one which all citizens of Connecticut would have profited in seeing, was held in Danielson, June 11-13. The affair was arranged by the Eastern Connecticut Mills Association, an organization made up of mill agents, superintendents, overseers and office workers of eastern Connecticut textile concerns and was held for the purpose of acquainting the general public with products manufactured in eastern

Advance designs were shown and a large buyer from California who happened to be in the East at the time of the exhibit found goods displayed there of weaves and designs which manufacturers in other sections were not prepared to place on the market for six weeks or more.

The president of the Eastern Connecticut Mills Association is Norman Parkhurst, carding overseer of the Ninigret Company of



WESTFIELD TEXTILE COMPANY EXHIBIT

Connecticut and for the purpose of stimulating an interest in the "Buy in Connecticut" movement.

The products of approximately thirty-four manufacturing concerns were shown, twenty-four of which were members of the Manufacturers Association of Connecticut, the remainder consisting largely of manufacturers of textile equipment or supplies from outside the state. The exhibits were unusually beautiful and included displays of cotton, cotton and silk, rayon and woolen textiles as well as spool goods, mill supplies, etc. The space allotments were necessarily comparatively small because of the limitations of the armory in which the exhibit was held but perhaps because of this fact and the necessity of compactness, unusual care was taken in arranging the displays and the results were particularly effective.

The quality and variety of the textiles manufactured in the eastern parts of Connecticut cannot be excelled, and to many the displays were a revelation.

Jewett City and Prentice W. Chase, welfare supervisor of the Ashland Cotton Company also of that city, is secretary and treasurer. Particular credit for the exhibit should go to Mr. Chase who managed the affair, with the assistance of very able committees.

The program for the opening night included addresses by Elbert L. Darbie, Speaker of the Connecticut House of Representatives; E. Kent Hubbard, president of the Manufacturers Association of Connecticut and officials of various textile organizations.

To those who are not entirely familiar with the products of the eastern Connecticut firms the following brief statement in regard to the size of the plants and the nature of their exhibits will be of interest:

Ashland Cotton Company, Jewett City. Filling faced sateens. 29,496 spindles, 1,104 looms, 430 operatives.

E. H. Jacobs Manufacturing Company, Danielson. Textile loom supplies.

Ponemah Mills, Taftville. Fine cotton and

silk goods and fine yarns; 161,000 spindles, 3,832 looms, 1,510 operatives.

The Quinebaug Company, Danielson. Shirtings, pillow tubing and fancy cotton dress goods; 61,340 spindles, 1,648 looms, 530 operatives.

The Wauregan Company, Wauregan. Fine, plain and fancy goods; 59,160 spindles, 1,548 looms, 500 operatives.



NORMAN PARKHURST  
President

The Assawaga Company, Dayville. Woolen suitings; 9,000 spindles, 110 looms, 300 operatives.

J. B. Tatem & Son, Putnam. Picker sticks, wood handles.

Grosvenor Dale Company, North Grosvenordale. Plains, fancies, twills and sateens; 124,800 spindles, 3,761 looms, 1,050 operatives.

Aldrich Brothers Company, Moosup. Silk and cotton goods; 49,368 spindles, 1,464 looms, 725 operatives.

Paco Manufacturing Company, Danielson. Curtain cloth, marquisets; 430 looms, also bleachers; 375 operatives.

The Lawton Mills Corporation, Plainfield. Fine combed cotton goods and yarns; 128,160 spindles, 2,446 looms, 1,000 operatives.

Killingly Worsted Mills, Danielson. Men's wear; 96 looms, 80 operatives.

The Floyd Cranska Company, Moosup. Cotton thread yarns; 22,000 spindles, 206 operatives.

Whitestone Mills (American Woolen Company), Killingly. Worsteds, men's and women's wear; 56 looms, 90 operatives.

Moosup Mills (American Woolen Company), Moosup. Men's suitings; 5,840 spindles, 100 looms, 375 operatives.

The Central Worsted Company, Central Village. Men's wear, fancy worsted and woolen cloth; 52 broad looms, 125 operatives.

Putnam State Trade School, Putnam. A display of the work of the students showing in particular the textile activities. Note —



PRENTICE W. CHASE  
Secretary-Treasurer

This space was allotted to the Putnam State Trade School by the Jewett City Textile Novelty Company of Jewett City. Finishers and printers of scrims and cretonnes. 80 hands.

Lorraine Manufacturing Company, Westerly and Pawtucket, R. I. Fancy dress goods, shirtings, worsteds and silks; 65,816 cotton spindles, 39,620 worsted spindles, 2,204 cotton looms, 692 worsted looms, 60 silk looms, 3,000 operatives.

Farnsworth Mills, Inc., Central Village. Woolen suitings, 5,184 spindles, 80 broad looms; 150 operatives.

Norwich Belt Manufacturing Company, Norwich. Leather and rubber belting, lace and pump valve leathers, mill leather, shoulders and slats and steel split pulleys; belt dressing and all belting accessories.

Powdrell & Alexander, Inc., spinning plant, Putnam. Cotton yarn; 15,024 spindles, 135 operatives.

Westfield Textile Company, Danielson. Fancy cotton goods; 68 looms, 30 operatives.

Larkin Reed Company, Danielson. Reeds, combs, etc.

## THE HISTORY OF THE MANUFACTURERS ASSOCIATION OF CONNECTICUT

AN ACCOUNT OF ITS GROWTH AND ACTIVITIES FOR A QUARTER-CENTURY

### *Part II — The War Years*

BY ANNA B. SANDS

#### RE-ORGANIZATION OF ASSOCIATION

In 1917 a number of officers and members of the Association, feeling that the organization was capable of offering to its members a greater service than it was rendering at that time, grouped themselves into a voluntary committee consisting of Colonel Pope, E. Kent

held this position until his death on April 19, 1918.

The annual meeting was held at the Hartford Club on December 5, 1917, and vice-president E. Kent Hubbard, who had assumed the duties of the president since Colonel Pope's retirement, was elected to head the organiza-



E. KENT HUBBARD



JOHN H. GOSS

Hubbard, C. T. Treadway, L. G. Kibbe, F. J. Kingsbury, H. H. Greenfield, I. M. Ullman, C. E. Whitney, W. J. Larkin, Guy P. Miller, W. E. Terrill, F. B. Farnsworth, and C. G. Phelps, and at a meeting in October Mr. Hubbard, acting for the committee, presented suggestions for a complete reorganization of the Association. The recommendations dealt particularly with the appointment of six new standing committees, and in general had for their purpose the extension and broadening of association activities. The plan met with the approval of the Board of Directors which authorized the committee to continue its work and the proposed changes were embodied in new by-laws which were approved at a special meeting held in Waterbury on November 1, 1917 and were formally adopted at the annual meeting in December.

At the Waterbury meeting, Colonel Pope, who was no longer able to continue actively as president, because of ill health, was elected Honorary President of the Association and

tion. John H. Goss was elected vice-president and the following directors were also chosen:

New Haven County, John A. Coe; Hartford County, C. E. Whitney; Fairfield County, F. J. Kingsbury; Middlesex County, Joseph S. Porter; Litchfield County, C. H. Alvord; Tolland County, George E. Keeney; New London County, Carlos C. Peck; Windham County, J. Arthur Atwood; At Large, George A. Driggs, Henry B. Sargent, C. H. Baldwin, and F. B. Farnsworth.

Shiras Morris was re-elected treasurer, but because of other duties asked to be relieved shortly thereafter, and Robert C. Buell of the Jöhns-Pratt Company was chosen to take his place. John A. Coe was unable to serve as director, and Alton T. Farrell of Ansonia was selected to represent New Haven County.

The new by-laws, as previously stated, provided for the appointment of six committees and the members of these were chosen as follows: Ways and Means Committee: L. G. Kibbe, Chairman, Torrington; E. O. Goss,

Waterbury; J. E. Otterson, New Haven; E. A. Moore, New Britain; W. E. Terrell, Middletown.

Manufacturers Committee: C. L. Taylor, Chairman, Hartford; John Williams, Stam-



ROBERT C. BUELL

ford; D. E. Loewe, Danbury; Willis F. Hobbs, Bridgeport; S. M. Stone, Hartford; Frank D. Cheney, South Manchester.

Agricultural Committee: Wilson H. Lee, Chairman, New Haven; Arthur D. Lown, Putnam; F. A. Wallace, Wallingford; A. D. Boss, Willimantic; F. B. Ricketson, Taftville.

Committee on Education: Howell Cheney, Chairman, South Manchester; R. C. Swayze, Torrington; Geo. C. Clark, Terryville; Chas. F. Smith, New Britain; Jos. W. Merriam, Middletown.

Finance and Taxation Committee: Guy P. Miller, Chairman, Bridgeport; George T. Kimball, New Britain; Joseph R. Ensign, Simsbury; W. I. Bullard, Danielson; Francis J. Regan, Rockville.

Membership Committee: C. G. Phelps, Chairman, Wallingford; James G. Ludlum, Bridgeport; C. B. Whittelsey, Hartford; H. B. Kennedy, New Haven; W. J. Larkin, Waterbury.

#### POLLUTION OF STREAMS

Early in 1917, because of a conflict of opinion between the various interests involved in regard to securing an appropriation and broadening the powers of the State Board of Health relative to pollution of streams, the Association drafted a substitute bill embodying their suggestions that the Governor should appoint a commission of five to co-operate with and advise the State Board and that the sum of \$25,000 should be appropriated for carrying

out the act. The bill was passed and the commission which was appointed included John H. Goss as the manufacturers' representative. A study was made of the Naugatuck and other rivers and the first foundation of sound constructive work was laid.

#### SPECIAL FUND

At a meeting of the Executive Committee held May 14, 1918, C. E. Whitney proposed that a fund of \$50,000 be raised by voluntary contributions from members, for the purpose of increasing the activities of the Association during the critical war time. In June the proposal was approved by the Board and steps at once taken to secure contributions. An amount in excess of the sum specified was raised and its distribution placed in the hands of the Executive Committee under approval of the Board.

#### DANBURY

In the Fall of 1917, the difficulties of the Danbury manufacturers in maintaining an open shop were becoming more serious. Co-operation had been extended by three local associations, the Fairfield County Employers Association, the Bridgeport Manufacturers Association, and the Hartford County Manufacturers Association, and accordingly, upon the suggestion of C. E. Whitney a letter was sent to the Danbury group, commending the action the members had there taken and E. D. Hitchcock was employed for the purpose of going to Danbury and assisting them in any way possible. A special Danbury committee was also appointed of which C. E. Whitney was chairman and the other members presidents of the local associations.

At a meeting called in Danbury the full support of the Association was pledged to the Danbury interests and this was followed by numerous meetings in 1918 and 1919. The Association extended financial assistance for legal expenses incurred by the Danbury Manufacturers Association, and while this was intended as a gift the Danbury Association issued in return for it 200 shares of stock of the Danbury Industrial Corporation.

In 1919 the Board authorized the loan of \$20,000 to Frank H. Lee and his associates in connection with the purchase of the plant and property of the Danbury Company for the purpose of maintaining it as an open shop. Subsequently this sum was returned.

#### TRAFFIC COMMITTEE

In March 1918, at a meeting of the Manufacturers' Committee and following a discussion of the transportation and rate problems

of the state it was decided to appoint a sub-committee of seven members to handle these matters. J. F. Atwater was elected chairman and F. G. Russell of Landers, Frary & Clark and R. H. Martin of the Chase Rolling Mills



J. F. ATWATER

were appointed to serve with him. The remaining four were chosen by these and were Louis Isakson, Winchester Repeating Arms Company, H. B. Bellfield, Billings & Spencer, R. W. Miller, Crane Company and J. E. Rowland, Cheney Brothers.

This developed immediately into a committee of such importance that it became recognized as a separate entity. In April, on recommendation of the Traffic Committee the Association joined the National Industrial Traffic League and during the year it took an active and effective interest in opposing switching and spotting charges proposed by the Government; opposing "trap" car tariffs; urging members to use return loads; advocating the retention of Rule 10, etc. It also issued a new code of car and demurrage rules and a very full report on motor truck rates, in short became the active and full-functioning committee which it still is.

#### HARMON JOINS ASSOCIATION

C. G. Phelps resigned as secretary of the Association in 1918 and Dudley Harmon, then Washington representative of the Curtis Publishing Company was engaged as "Assistant to the President."

At the annual meeting in December 1918 the Ways and Means Committee reported that they were prepared to recommend changes in

the by-laws which would permit the collection of a sum from dues sufficient to carry on the increased duties of the Association. They recommended therefore a system which was adopted and which is still in effect at the present time, namely a charge of 20 cents per employe in addition to the class rate.

#### WAR DAYS

What Connecticut industry did to help win the war will never be forgotten nor will the story of its war production ever cease to be a proud chapter in Connecticut's history. To those who know, however, it is a chapter which contains something that borders on the tragic and those who believe that war work had as its corollary the amassing of great fortunes should have passed with Connecticut through the periods of labor difficulties, cancellations and the aftermath of readjustment. What Connecticut industries did to help win the war they would do again in a like emergency, no matter what the sacrifice but credit should never cease to be given to those leaders of industry large and small whose patriotism, courage and ability helped them to steer their concerns through a period that was at once the most glorious and the most critical that Connecticut has ever known.

#### *Co-operation With Council of Defense*

On April 26, 1917, following a request from the Secretary of War, the Connecticut Council of Defense was appointed and immediately thereafter the officials of the Association called upon Governor Holcomb and placed the services of the Association at the disposal of the Governor and the State of Connecticut for whatever form of co-operation might be desired. From then on the Association's entire resources were made available for all the varying branches of war work emanating either from the Council, from Washington direct, or from the multitude of tasks upon which Connecticut industries were embarked, in producing war necessities.

#### *Industrial Reserve*

A special meeting was called April 11 in Hartford and addressed by Colonel Burpee, chairman of the Military Emergency Board on the formation of the Home Guard and the establishment of an industrial army (later known as the Home Guard Industrial Reserve) for the purpose of continuing without interruption the output of munitions and supplies. In resolutions which were then passed, the support of the Association was immediately offered to the Emergency Board and a com-

mittee of seven was appointed, consisting of E. Kent Hubbard, William Webster, Jr., I. M. Ullman, George Pope, C. T. Treadway, C. E. Whitney and Robert Swayze. The sum of \$2,000 was appropriated from the treasury and placed in the hands of the committee to meet the expenses necessary for the formation of an industrial reserve.

#### *Agriculture*

Early in 1917 Governor Holcomb appointed a commission for the increase and conservation of food supplies within the borders of the state, and in May \$3,000 was appropriated by order of the Board for assistance in this work under direction of a committee of five, consisting of Henry B. Sargent, J. H. Goss, Charles G. Phelps, E. Kent Hubbard and Robert H. Schutz. A month later the Association's support was pledged to the State Committee on Food Supplies in supplying sufficient labor to harvest crops and support was also pledged to the Farm Bureaus, employes being urged to join and a substantial sum raised among members. A year later, in May 1918, Elijah Rogers was engaged by the Association's Committee on Agriculture, of which Wilson H. Lee was chairman, to develop manufacturers' gardens and otherwise assist in developing agricultural work in co-operation with the Council, the Connecticut Agricultural College and Farm Bureaus. Employers and employes were encouraged to grow more food stuffs and practical help given them in developing their gardens.

A special meeting held in New London in June 1918 was addressed by Dr. J. Douglas Adam and John H. MacIntosh of Montana and William H. Barr of the National Founders Association, all speaking against the activities of the Non-Partisan League. Later, by authority of the Board, the Association supported the opposition to this movement by financial contributions.

#### *Red Cross and Liberty Loans*

On May 31, 1917, a special meeting was called by President Pope to consider what action might be taken by the Association in helping to raise Connecticut's share of \$1,072,000 of the \$100,000,000 National Red Cross fund. Without a dissenting vote the President was authorized to loan Mr. Phelps' services to the War Council of the Red Cross during the time of this campaign, all expenses incurred by him in carrying on this business to be paid from the Association treasury. It is interesting to recall now, and typical of Connecticut's response

in later campaigns that the state more than doubled its allotment.

The second Red Cross campaign, in May 1918, was also actively supported by the Association and a special meeting held May 8, which was addressed by Dr. J. Douglas Adam, who had at that time just returned from overseas. In this campaign a special industrial group plan was developed in order to secure more complete industrial subscriptions.

Equal support was given in the liberty Loan campaigns and the Association itself subscribed for \$5,000 worth of bonds.

In October 1918 at the time of the Fourth Liberty Loan the following telegram was sent to all members, signed by President Hubbard:

"I suggest that the following announcement be made to all your employes. Connecticut must redouble her efforts in spite of Germany's reply. Our enemy may see necessity of peace but the Allies have no assurance of her repentance."

#### *Recruiting*

At the request of Governor Holcomb the Association called together about 100 manufacturers to meet with R. M. Bissell, chairman of the Connecticut State Council of Defense, at which time Mr. Bissell requested the help of industry in recruiting Connecticut's quota in the State Guard and the regular army. As a result of this meeting the Executive Committee was asked to formulate plans at once for receiving the proper allotments of men from the factories, and shortly thereafter the following telegram was sent to all members of the Association by order of the Board:

"The Governor and chairman of State Council of Defense earnestly beg every manufacturer in this state to lend personal assistance to help the recruiting for the National Guard and Federal troops that is being made this week. Every member of this Association is expected to do his share."

Early in 1918 the British Government, driven by heavy casualties to seek enlistments of men of British extraction then employed in this country, sought the aid of the Association in getting their message to employes of Connecticut plants. A bulletin was sent to all members of the Association and other manufacturers, 625 in all, and the services of members of the Association's staff were offered to Major-General White in charge of the British recruiting mission.

In March 1918, the Association co-operated with the Automobile Dealers' Association and the Home Guard in promoting the automobile

show which had for its purpose the raising of funds for the Home Guard.

#### *War Savings*

In January 1918 a bulletin was issued calling the attention of members to action taken at the annual meeting just preceding, when a committee was appointed to co-operate with Howell Cheney, Director of War Savings, in the distribution of stamps and thrift cards through manufacturing concerns. The committee consisted of John H. Goss, Henry B. Sargent and Charles D. Rice, and member firms were asked to give each employe a thrift card with the first twenty-five cent stamp attached asking the employe to agree, as a patriotic duty, to continue the purchase of stamps. To this request the manufacturers responded generously and the work was pursued further by distributing pay envelope inserts and by special co-operation on National War Savings Day, June 28, 1918, when all citizens were urged to enroll in the Army of Savers.

#### *Employment*

At a meeting held early in 1918, J. E. Otterson reported concerning activities in New Haven intended to interest women in releasing men engaged in munition work. It was voted to send this statement out to all members, and the Committee on Ways and Means undertook to promote the establishment of well-equipped day nurseries in industrial centers where there was a shortage of labor for war work in order that more women might be employed under satisfactory conditions.

Following the armistice the Association directed its influence to securing the employment of ex-service men and passed the following resolution which was sent to all members:

"Whereas, the young men of Connecticut responded splendidly to the nation's call to arms, and to the number of many thousands gave up their individual interests and pursuits to serve as soldiers and risk their lives in the defense of the common good against the forces of our enemies, and

"Whereas, many of these young men were formerly employed in the industries of this state, and gave up such employment to enter the service of the United States, and

"Whereas, the process of demobilization of our national armies having now begun, it has become necessary for many of these young men again to seek employment in the manufacturing industries.

"Therefore, Be it resolved, that we, the

members of the Manufacturers Association of Connecticut, assembled in our annual meeting, do hereby acknowledge the high service rendered the people and the institutions of our state by its soldiers and do declare it our belief that as a matter of right and justice all employers in this state should, insofar as it lies within their power, facilitate the re-entry into the ranks of Connecticut industry of all returning soldiers who may seek such employment, and we furthermore pledge our co-operation with such agencies, whether federal, state or community, as may be designated by the proper authorities, to this end."

#### *Work Among Foreign Born*

At a meeting held in December 1917, it was suggested that the Association lend its support to the Committee on Foreign Born Population, of the Council, and this was referred to the Committee on Education.

In February 1918, Dr. McElroy of the National Security League was secured to address a special meeting held at the Hartford Club, on the need of Americanization work and that same month the Association published a pamphlet entitled "Our Job." This contained a patriotic article printed in six languages and sought not only to enlighten employes of all industries concerning the war but pass on to them recommendations made by the Government for ways in which all patriotic citizens could support their country. To assist in Americanization work an appropriation of \$1,000 was made.

#### *Fuel Conservation*

Obtaining and properly conserving adequate supplies of fuel was an acute problem during the war period and one which the Association followed very closely, keeping in constant touch with the Fuel Administration.

In February 1918, the order of the Fuel Administration, requiring industries to close on Mondays, was rescinded and a survey taken by the Association immediately thereafter demonstrated that the closing order had effected an economic loss rather than gain. It was estimated that the value of coal saved amounted in round figures, to approximately \$61,000 but that the amount of wages lost ran into hundreds of thousands of dollars, entirely apart from the lessened output.

The Association had been engaged in trying to insure adequate supplies of coal for its members and in March, at the suggestion of the Fuel Administrator, sent out a bulletin urging the immediate placement of a year's contract. During the following months much

work was done in connection with priorities and assistance rendered manufacturers who faced serious shortages. Numerous bulletins were issued in regard to this which also embodied suggestions of the Administrator concerning the use of screenings, cord wood storage, etc. Practical assistance was also rendered individual members through placing laboratory facilities and experts at their service.

#### *Housing and Transportation*

In the Fall of 1917 the sum of \$2,000 was raised among members and sent to the Committee on Storage of the National Council of Defense, to facilitate shipment of war material and in December the Association took part in a meeting arranged by the Council at which representatives of the National Storage and Transport Committees presented plans for the establishment of central depots from which less than carload shipments could be collected.

In July of the same year, President Hubbard wired Otto M. Eidlitz, Director of Housing and Transportation, urging increased transportation facilities and funds for the Connecticut Company for the transportation of munition workers.

#### *National Conference of State Manufacturers Associations*

In November 1917, the Association was represented at a conference of state associations held in Indianapolis at which time the National Conference of State Manufacturers Associations was organized. The primary purpose of the organization was to establish closer affiliation and co-operation with the National Industrial Conference Board and the Government in war matters. Other matters of interest to all the co-operating associations were also considered from time to time and for a number of years, while the organization was active, E. Kent Hubbard represented the Manufacturers' Association of Connecticut on its Governing Board.

#### *War Contracts*

In October 1917, a circular letter was sent out to all members asking for information in regard to war orders and the replies showed that even at that early date over eighty Connecticut manufacturing plants were devoting full or part time, and many 24 hours a day, to the manufacture of Government war necessities.

During this time the Manufacturers Committee, C. L. Taylor, chairman, was considering the advisability of recommending the establishment in the Association of a bureau which

would compile a list of manufacturers where war material might be produced. It was found that the Committee on Industrial Survey of the Council had been instructed to compile such a report and accordingly the Association co-operated with that body. The Manufacturers Committee did much in obtaining contracts for smaller manufacturers, it being Mr. Taylor's idea that the Government could secure more effective work by letting out sub-contracts to the smaller concerns in the less congested sections, where workmen could be kept employed under conditions to which they were accustomed.

In the Fall of 1917 a meeting was held in New York under the auspices of the National Industrial Conference Board, which was attended by John H. Goss and C. G. Phelps and at which time a memorial was drafted for presentation to the Council of National Defense by the manufacturers of the country to the effect that they would accept, during the war period, so that there might be no diminution in output of war supplies, arbitration based upon governmental, labor and manufacturing representation and recommended that such matters be referred to a committee of nine men.

On October 12, 1917, a hurried meeting was called in New Haven, attended by manufacturers from that city and from Bridgeport and Hartford, who were engaged in war work, to discuss the question of contracts, and a committee was appointed consisting of T. J. Kelley, C. E. Whitney, B. M. W. Hanson and J. E. Otterson. This committee drafted a resolution which deprecated the delegation by contract of the Government's power of arbitration, and urged that Governmental regulation of industry be minimized as much as possible. After considerable discussion the Committee was asked to consult with the National Industrial Conference Board to see that this did not interfere with what the latter was already at work upon.

Following receipt of a letter from the Secretary of War, a special committee, consisting of L. G. Kibbe, E. O. Goss and J. E. Otterson, under authorization of the Board, interviewed Assistant Secretaries of War King and Rosenheim in Washington and at the annual meeting held December 5, 1917, presented a resolution for action by the membership as follows:

"This Committee, having been appointed by the President of this Association to investigate and report on the clause contained in certain government contracts which empowers the Secretary of War to settle labor disputes which

cannot be satisfactorily adjusted by the employer, begs to submit the following resolution:

"Whereas there exists today a national emergency which requires maximum production and continuous supply of those articles needed by our Government, and

"Whereas the Secretary of War, in his letter of November 21st, calls upon all the manufacturers of Connecticut to join with him in solving the difficult problems with which he is confronted, and

"Whereas Connecticut manufacturers have always been foremost in patriotic service to their country and now stand ready to make any reasonable sacrifice which their Government demands of them, and

"Whereas the Secretary of War has recognized the principles upon which the manufacturers stand as reflected by a certain statement presented by the National Conference Board under date of September 6, 1917; and through his representatives, Stanley King and Samuel J. Rosenheim; and through his letters of November 21st and December 3d, 1917, has reassured the manufacturers that it is no part of the purpose of his office to interfere with the management or control of industries, but that on the contrary it is the expressed and avowed policy of his department to maintain pre-war standards, and

"Whereas in place of the so-called labor dispute clause appearing in certain government contracts, the Secretary of War has approved a modified form of contract which seems to conform to the principles stated by the National Conference Board.

"Now Therefore in view of these reassurances which the Secretary of War has given in response to a patriotic desire on the part of the manufacturers to co-operate with the Secretary of War to the end that nothing be permitted to interfere with the continuous production of materials and supplies for the Government,

"Be It Resolved, That it is the sense of this meeting that the members of this Association are justified in signing contracts with the Government containing this modified clause relating to labor disputes, and that a copy of this resolution be forwarded to the Secretary of War and to all members of the Association."

This was adopted and a copy sent to all members of the Association as well as to the Secretary of War. The committee was continued and E. Kent Hubbard and John H. Goss added to it, and on December 10 a modified form of contract was sent to the Secretary of

War and approved by him on December 13.

In view of the law in effect requiring an 8-hour wage basis and the general confusion which existed in regard to this matter, the Association appointed a committee consisting of L. G. Kibbe, chairman, E. O. Goss and J. E. Otterson, which committee investigated all features covering the application of the law and submitted a report copies of which were sent to all members and to the Secretaries of War and Navy.

In July 1918, Ralph O. Wells was retained by the Association to represent it before the War Labor Policies Board and interviewed Dr. Frankfurter, chairman, in Washington to ascertain how the Association could conform to the request for co-operation which had been received.

In behalf of the Association and representing firms employing at that time 274,188 workers engaged in war work, a committee of seven was appointed consisting of E. A. Moore, chairman; C. L. Taylor, J. F. Alvord, G. S. Hawley, J. H. Goss, J. E. Otterson and B. M. W. Hanson, which with Mr. Wells, submitted a 14-page brief to Dr. Frankfurter protesting the proposed standardization of wages for the purpose of limiting competition between contractors on the ground that such standardization would greatly limit maximum production and would increase, rather than limit, the unit cost of production. It may be assumed that this had some effect, for the rates were not established.

In August the Association was represented again in Washington in connection with the "Work or Fight" proviso of the draft act and as a result figures were immediately secured from important war-order plants for transmittal to the War Department in regard to voluntary absenteeism and time lost.

In September at the suggestion of J. E. Otterson it was voted to send a representative to Washington to investigate the attitude of the Government in restricting allotments of contracts to New England upon the basis of industrial congestion.

In December the problem of cancellation and suspension of war contracts became a serious one. More than 17,000 men were then being released by the Government without allowing for proper assimilation by peace-time industries and the problem absorbed the attention of the Governor, the State Council of Defense and the Association. The Ways and Means and Manufacturers Committee, acting jointly authorized the sending of a questionnaire to all members and the returns were re-

sponsible for a telegram being sent to Waldo C. Bryant, district chief of ordnance as follows:

"The Manufacturers' Association of Connecticut urges that you present to the chief of ordnance the facts already brought to your attention concerning the serious effects upon conditions in Connecticut of the recent and impending cancellations and suspensions of war contracts. This association, on the basis of returns from its own investigations, is already in position to affirm positively that the number of workers now being deprived of employment is many thousands larger than can be absorbed in other industrial establishments. We recognize that the national interest requires cessation of production of war material at the earliest possible moment, but we are equally convinced that the national as well as state interests will be seriously prejudiced by precipitating unemployment upon thousands of loyal workers, particularly at the moment when they are just recovering from the serious consequences of the influenza epidemic and facing the problems of winter. We are more than satisfied that you should base your representa-

tions on the statements communicated to Washington by Governor Holcomb and the United States Employment Service. Our own reports establish conclusively that the manufacturers of this state are exercising their best energies in getting their establishments on a peace basis and putting their men into permanent employment as rapidly as possible.

E. Kent Hubbard, President,  
Manufacturers Association of Connecticut."

A copy of the message was also sent to Leo Korper, agent of the U. S. Employment Service and was used at a Washington conference of government officials who had this matter under advisement.

Probably the most signal service which the Association was able to render during this whole war period was in connection with labor disputes in Bridgeport and Hartford concerns manufacturing munitions and other essential war supplies. In the latter case the Association was instrumental in effecting arbitration through a representative of the War Department.

*(Concluded Next Month)*

## ASSOCIATION ITEMS

### ADVISOR TO AGRICULTURAL COMMITTEE

Philo T. Platt, newly appointed Commissioner of Agriculture, has accepted appointment as advisory member of the Association's Committee on Agriculture, of which Wilson H. Lee is chairman. Elijah Rogers, Austin F. Hawes and E. W. Hazen also serve as advisors.

### NEW MEMBERS

During the past month the following new members have joined the Association: The Berkshire Fertilizer Company of Bridgeport; the New England Auto Products Corporation of New Haven, manufacturers of automobile parts; the New England Web Company of Bridgeport, manufacturers of elastic webbing, and the Tobrin Tool Company of Plantsville, manufacturers of small tools.

### THE WILLIMANTIC STRIKE

This industrial dispute which began on March 9 has become one of vital importance to all manufacturing industries of the state and more particularly to the textile plants. Resistance to a reduction of 10% in wages made effective on January 12 was the reason given for 2,350 operatives of the American Thread Company going out on strike. Practically the

entire working force was unionized and the real issue is the question of the open or the closed shop.

The directors of the company have taken a strong stand against the unionization of their mills, in order that the open shop may prevail, and the Association has been in very close touch with affairs in Willimantic since the inception of the strike.

### POLLUTION OF STREAMS

The officers and directors of the Association are gratified at Governor Trumbull's appointment of George T. Kimball as a member of the new Pollution Commission. Mr. Kimball is president of the American Hardware Corporation of New Britain and chairman of the Association's Pollution of Streams Committee, and his experience in the Committee's studies of the pollution problem fits him admirably for the new duties.

Governor Trumbull's other appointee is Senator Walcott of Norfolk, chairman of the Finance Committee during the session of the Legislature just closed. The third member of the Commission will be a scientific man and the Governor will be aided in his choice by Senator Walcott and Mr. Kimball.

## INDUSTRIAL NEWS AROUND THE STATE

### MERIDEN FACTORY LEASED

The brick factory on Colony Street, Meriden, owned and formerly occupied by a portion of the Aeolian Company has been leased by the Silver City Glass Company, Inc., manufacturers of silver deposit and other decorated glassware.

### BRIDGEPORT HOLDS PROGRESS WEEK

A large number of members of the State Association were represented at the Progress Exhibition held in Bridgeport at Seaside Park early in June. Among the exhibits which attracted particular interest were those of the Locomobile Company where 1912 and 1925 models were shown, the American Chain Company, the Bridgeport Trade School, and the Bridgeport Brass Company. The Bridgeport Brass exhibit showed the earliest products of the firm, including hoop skirt parts, Rochester iron lamps, and the Search Light bicycle lamp.

### ROGERS SUCCEEDS BULLARD

Ernest E. Rogers, State Treasurer, and president of the Winthrop Trust Company of New London, has been elected president of the Connecticut Chamber of Commerce, to succeed Stanley H. Bullard, who has held the office of president for four years. James T. Moran was elected first vice-president and George T. Kimball second vice-president.

### MANAGER OF EASTERN DAIRIES, INC.

George B. Platt, for several years general manager of the New Haven Dairy Company, has been elected vice-president and general manager of Eastern Dairies, Inc., the name under which Tait Bros., the New Haven Dairy and a number of other ice-cream manufacturers now operate.

### "A CENTURY OF CARPET AND RUG MAKING IN AMERICA"

One of the most beautiful publications issued by an industry in recent years has just been published under the above title by the Bigelow-Hartford Carpet Company of Thompsonville. The editor is Alexander N. Cook, advertising manager, and the volume is a leather-bound one of ninety-seven pages, profusely illustrated and decorated. The book commemorates the hundredth anniversary of the founding of the Bigelow-Hartford Carpet Company.

### GOODWIN RE-ELECTED PRESIDENT OF HARTFORD ASSOCIATION

J. L. Goodwin, vice-president and treasurer of the Whitlock Coil Pipe Company, Hartford, was re-elected president of the Manufacturers Association of Hartford County at the an-

nual meeting of that organization held recently at the Farmington Country Club. A. Buol, vice-president of the New Britain Machine Company, was elected first vice-president



JAMES L. GOODWIN

and A. D. Coffin, president of C. H. Dexter & Sons, Windsor Locks, elected second vice-president.

### NEWLY INCORPORATED IN CONNECTICUT

Among firms newly incorporated in Connecticut are the following: Hartford Typhetae; Dent Woolen Company, Greenwich, fabrics; J. M. Delaney Company, Meriden; Alchrome Bearings & Castings Company, Cheshire; Middlesex Handle Company, Chester, metal articles and novelties; Clark, Wilcox Company, Inc., New Haven, machinery and tools; New Britain Spring Company, Inc., springs and screws; Martin-Baker Mfg. Company, Danbury; Noble Mfg. Co., Hartford.

### CHARLES F. BROOKER ELECTED TO CONFERENCE BOARD

At a recent meeting of the National Industrial Conference Board, Charles F. Brooker, chairman of the board of directors of the American Brass Company, was one of thirteen members-at-large elected to represent the largest industrial organizations throughout the United States.

Other Connecticut representatives already serving on the Board are Charles Cheney, treasurer of Cheney Brothers, who is chairman of the Board's executive committee; E. Kent Hubbard, representing the Manufac-

turers Association of Connecticut; Henry B. Sargent, president Sargent and Company, representing the American Hardware Manufacturers Association, and A. N. Abbe, secretary American Hardware Corporation, representing the National Founders Association.

24.7% and the total wage payments increased in the same period 42.4% or from \$221,126,000 in 1921 to \$314,833,000 in 1923. The value of products increased from \$836,163,905 in 1921 to \$1,288,292,600 in 1923.

Announcement has also been made this past



NEW MILL OF PORTLAND SILK COMPANY

#### ADDITION TO PORTLAND SILK COMPANY

The Portland Silk Company of Middletown recently celebrated the opening of its new building, erected to permit expansion of the business. With the addition of the new mill the firm is operating a 500 loom plant for the production of piece dyed broad silks in the grey and will have a capacity of about two million yards annually.

#### BOOST NEW ENGLAND

As part of their campaign to secure the 1926 Kiwanis International Convention for Boston the New England Kiwanis District has issued a booklet which deserves commendation for its presentation of the industrial, scenic and playground advantages of each of the New England states. Whether or not the convention is secured, the publication will do much to advertise New England.

#### INCREASE IN VALUE OF CONNECTICUT PRODUCTS

Figures of the Summary for Connecticut of the 1923 Census of Manufacturers announced in June by the Department of Commerce show an increase in the value of Connecticut products of 54.1% over 1921. In 1921 the average number of wage earners employed by Connecticut manufacturing concerns was 210,990. This was increased to 263,160 in 1923 or by

month to the effect that Connecticut's exports in 1924 exceeded those of all other New England states with the exception of Massachusetts and ranked twenty-ninth among all the states. Texas headed the list with original shipments valued at \$737,218,927 and Connecticut's shipments amounted to \$35,503,405.

#### BUILDING OPERATIONS AMONG ASSOCIATION MEMBERS

The Kennel Food Supply Company of Fairfield, manufacturers of dog biscuit, are to build a \$10,000 addition to their present factory.

The Patent Button Company of Waterbury, manufacturers of metal buttons, fasteners, etc. expect to enlarge their plant by erecting a new factory which will practically double the capacity of the present quarters.

The Torrington Manufacturing Company will add to its plant by the erection of a new two story building 60 x 100 feet. The company manufactures special machinery and screw machine products.

The Hart and Cooley Manufacturing Company of New Britain, manufacturers of registers, gratings, etc., have plans for the erection of a two story addition 60 x 120 feet.

Clark Brothers Company of Milldale, manufacturers of bolts, screws and similar products will erect a factory addition 46 x 125 feet.

## INDUSTRIAL SERVICE

### THE "APOLOGIA" FOR PROFITS

The exponents of so-called liberal thought, view profits in industry as wholly indefensible. They point to the all-sufficiency of labor's contribution to the finished product as a basis for their contention that labor should receive the whole productive result of its efforts. The useful worker supplies all that is essential, they contend, and no other return, save that to labor, is justifiable.

No quarrel can be had with the statement that all artificially created wealth is the result of human effort of some sort. The fact is too obvious to admit of denial. By its very definition "wealth" implies the expenditure of human effort for its attainment, because those desirable things which are made immediately available to mankind by natural dispensation are by that very fact excluded from the category of "wealth." That physical labor, however, is the sole productive force and as such is alone entitled to a share in the fruits of production is an opinion in which the thinking person cannot acquiesce.

There are four factors in production, each depending for its fructification on the others: land, labor, capital and management. With the first we are not at present so vitally concerned. The third was treated more fully in an earlier article in which was shown the dependence of labor on capital for the machinery and plant by which modern productive methods are carried on and for the means of sustenance during the time-consuming processes incidental to the division of labor. The relationships between the other two and the right of both to share in the final product are subjects about which a smoke screen of loose talk is often thrown.

#### MANAGEMENT AN IMPORTANT PRODUCTIVE FORCE

The modern industrial system, growing up in response to a demand for goods which the handicraft individualistic method of production could not satisfy, brought with it not only the problem of supplying plant and machinery, but also the problem of directing the workers and co-ordinating all the forces of production. Quantities of capital in the form of plant and machinery will avail nothing without labor; and the two are useless without competent direction. Even after the tools of production are supplied, production can result only under the intelligent co-ordination of effort under the proper direction of capable management. Not

only does the success of the enterprise depend on it; the ultimate participation of the workers themselves in the national wealth hinges on the proper direction of their efforts. The advantages accruing to labor from the capitalistic methods of production in the shape of an infinitely greater and cheaper supply of enjoyable goods—obtained with a smaller expenditure of time and personal effort—are no less the fruits of management than of capital.

#### PROFITS A REWARD FOR DISTINCT SERVICE

From the viewpoint of justice, no fault can be found, surely, in the distribution of a part of industry's earnings to that class which has increased the wealth of the individual to a stage far beyond the meager capabilities of his own unaided efforts. From the viewpoint of expediency, it is not to be expected that any one of the productive forces will fulfill its function without attractive remuneration. Profits are the remuneration of management, just as wages are the remuneration of labor. To abolish either is to deny to a productive force a just share in the final product to which its efforts contributed and which led it to engage in production.

#### RISK MERITS A COMMENSURATE RETURN

It is an axiom of life that the rewards of effort should be commensurate with the risks involved, and therein lies a further justification for profits. The wage-earner has a definite amount promised him in advance for settled duties. In fact labor has a claim to priority of participation which is recognized at law. In bankruptcy proceedings, for example, wages due for current labor are among the first of the preferred claims in the distribution of assets.

The business man has no such assurance. He assumes the entire risk of the outcome of industrial operations and his income, if any there be, is in the nature of a residue. The proceeds of business operations come first to him and he distributes to the other productive forces their share. To the laborers he pays their definite wages; to those from whom he has borrowed capital he pays interest; to the various branches of government he pays taxes. After these various disbursements are made he can retain for himself whatever is left. If success has crowned his plans, sizeable profits are his; if his efforts have been misguided he,

*(Continued on page 18)*

## TRANSPORTATION

### THROUGH RATES TO WESTERN TERRITORY

The Association has filed an intervening petition with the Interstate Commerce Commission for the establishment of through rates from Eastern Defined Territory to points in the territory west of the Mississippi River and east of the Rocky Mountains. A bulletin has been issued to all members who ship into this territory requesting that they get in touch with the Association's headquarters advising of their interest in the proposal. Although hearings were held in Omaha on July 1, it is hoped that the Commission will consent to hear eastern shippers in New York or Boston sometime during July or August.

### BOSTON, GLASGOW AND LIVERPOOL SERVICE

The Oriole line inaugurated during the month of June a direct service between Glasgow and Boston and direct service from Liverpool to Boston. The Glasgow service was inaugurated with the sailing from Scotland on June 23 of the Steamer Cohas to be followed July 4 by the Steamer Winona County, July 18 by the Bellhaven, and August 1 by the Kearny. The Liverpool service started with the sailing from that port June 9 by the Steamer Madaket to be followed by the Clairton June 28, the Eastside July 14, and West Madaket July 28.

Members interested in this service should communicate with the Association's headquarters.

### EASTERN CLASS RATE INVESTIGATION

The Association was advised by the Interstate Commerce Commission that on account of the probable length of the hearing in this proceeding, which was assigned for June 22 at Washington, it was found impracticable to assign hearings in Chicago in July as was originally planned. The Chicago hearing will therefore be deferred until September 21, 1925, and a hearing will be held at Boston beginning about September 14, 1925. The exact date and places for all Chicago and Boston hearings will be announced later.

Your Association will be represented at both hearings by Mason Manghum, who has been retained to handle the case. Individually, Connecticut shippers subscribed approximately \$7,000, which is used in the prosecution of the case. Plans are now under way which give every evidence of a successful conclusion of the matter.

### THE RESIGNATION OF CLINTON L. BARDO, GENERAL MANAGER OF THE NEW YORK, NEW HAVEN & HARTFORD RAILROAD COMPANY

The resignation of Clinton L. Bardo, General Manager of the N. Y., N. H. & H. R. R. Company on June 9 was followed by many changes particularly in the organization of the operating department of the road. N. M. Rice, formerly general purchasing agent, was elected vice-president of the company in charge of purchases and stores. J. O. Halliday, superintendent of transportation, has assumed his new duties as manager of transportation. W. A. Bean, mechanical manager, takes the place of L. N. Reed, resigned. George A. Moriarty is appointed general mechanical superintendent, with office at New Haven. F. E. Ballda is appointed mechanical superintendent, lines east, with headquarters at Boston, vice G. A. Moriarty, promoted.

The title of H. P. Hass, special assistant to mechanical manager, is changed to assistant to mechanical manager. A. J. Devlin, general supervisor of production, will report to the mechanical manager. J. H. Lofland, marine superintendent, will report to the mechanical superintendent, New York division, on maintenance matters. He will report to the general superintendent on operation. The engineer of tests will report to the mechanical engineer. Kenneth Cartwright is appointed assistant mechanical engineer in charge of specifications, design records and standards of equipment.

### HOCH-SMITH SENATE JOINT RESOLUTION 107 (ICC DOCKET 17,000)

There are a few developments in regard to ICC Docket 17000, which was the order issued by the Interstate Commerce Commission, and which was the result of the Hoch-Smith resolution. A number of the western carriers, however, have arranged to throw the various class rate investigation cases into this case. If this action is approved by the Interstate Commerce Commission, it will be decidedly to the advantage of the carriers in question. Your Association has every hope that the resolution will be repealed during the next session of Congress, or, at least after the Commission has demonstrated the fact that it is impossible to carry out its provisions without breaking down all rate making precedences.

*Where did people go to eat peanuts before baseball was invented?*

## FEDERAL TAXATION SERVICE BUREAU

### REPUDIATED DEBTS OF STATES

A subject about which few Americans have any knowledge and one which is causing the Treasury Department some concern, is the repudiated indebtedness of certain American states. The whole situation has been covered in a recent report of the Federal Trade Information Service and is of decided interest to those who follow the country's financial affairs and all conditions which affect its revenues and indirectly its tax needs.

According to the Federal Trade report the whole subject is being agitated by the continental press in connection with the funding of the British debt and some embarrassment may result to the United States if claims for offset are brought against this country in forthcoming negotiations with France and other debtor nations.

The general impression and it is an erroneous one seems to be that these debts represent money loaned the southern states during the Civil War. As a matter of fact they were acquired for industrial purposes either before or after the war. Immediately prior to 1836 practically all the indebtedness of the states and Federal Government had been wiped out and in that year a distribution of surplus was made to the states. Credit was good and state bonds were readily sold abroad and by 1840 the state debts had increased to over \$178,000,000. Then came the deflation period followed by failures and certain states suspended payment of interest on their bonded indebtedness. Of these, complete restitution was made to bondholders of Pennsylvania, Maryland and Illinois and Indiana and Michigan made fair settlements. Mississippi, Florida and Louisiana however repudiated their indebtedness and later Alabama, North and South Carolina, Arkansas and Georgia passed repudiation acts, the case of Mississippi perhaps arousing the greatest comment. The only available figures to be had of these debts are taken from the annual reports of the British Foreign Bond Holders' Corporation and are generally understood to be understatement. These are as follows:

State	Principal in Default
Alabama	No reliable data
Arkansas	\$8,700,000
Florida	7,000,000
Georgia	12,700,000
Louisiana	6,000,000
Mississippi	7,000,000
No. Carolina	12,600,000
So. Carolina	6,000,000
<b>Total</b>	<b>\$60,000,000</b>

The interest on this amount to the end of 1924 is estimated at \$180,000,000 which is reached by assuming an average interest rate of 6% for an average period of 50 years.

Claims of states are not chargeable against the Federal Government, a fact which the continental press fails to understand. On the other hand the situation is complicated by the fact that a precedence was once established in the Government assuming state debts and all in all there seems to be cause for plenty of discussion so far as the responsibilities of the states themselves are concerned.

Representatives of the British Government have declined to consider proposals that the United States be asked to pay off this indebtedness as an offset against the war debt of Great Britain to America. In 1923, Stanley Baldwin, who headed the British debt commission was questioned on his views concerning these debts and implied that it was a matter in which "neither his Majesty's Government nor the Government of the United States was directly concerned." J. Ramsay MacDonald stated in answer to inquiries that he did not consider it desirable that any suggestion be made by Great Britain to the United States Government that it should compensate bondholders as a setoff to Great Britain's war debt. Austen Chamberlain, Foreign Secretary, during a discussion of the situation in Parliament was asked by Viscountess Astor whether the states in question having gone prohibition, would not have more money to pay their debts.

In reply Mr. Chamberlain said: "I hope my noble friend will apply her persuasive oratory to the legislatures and governments of these states. I see no prospects of making representations with any chance of success. United States citizens are as much interested as our own, and if they cannot secure redress I am afraid no representations from me would be of any avail."

A full copy of this study, covering the reasons for repudiation, etc., will gladly be sent to any member requesting it.

**INDUSTRIAL SERVICE**  
(Continued from page 15)

and after him, those who have loaned him capital, must bear the loss.

With the element of risk so prominent that business is looked on by many entirely as a game of chance, it is presumptuous to expect that the services of that one force in production which stands to lose most because of the risk involved can be drawn into productive effort unless attracted by the bait of possible profits. Only the hope of a return commensurate with the risk can attract the service of management.

**THE ALTERNATIVE UNDESIRABLE**

A system is conceivable wherein the individual could retain for himself the whole result of his labor. Such a condition obtained in the early days of industrial history and obtains even today in backward countries. The mediaeval craftsman gave his time to the making of a commodity which was his on comple-

tion. The savage tribesman, in fashioning his crude watercraft, applied labor the full productive result of which was his own. Those who look upon this condition as an ideal worthy of attainment would do well to remember that under such primitive circumstances the individual at best enjoyed only a fraction of the consumable goods which today are at the command of the most humble workman; at worst, he was often in dire want because of the meager returns of his own unaided efforts. Sharing part of the fruits of his labor with those who have assisted him to make that labor productive far beyond his unaided capability is one of the payments which the individual worker must make for the benefits which would accrue to him under no other economic system but our own; and if he were called upon to make a choice between continuing his contribution or reverting to the circumstances under which his prototype of years ago lived — there is no other alternative — there is little doubt as to which way his choice would lie.

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since 1836.

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HARTFORD  
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The Elevator Manufacturers Association of U. S. A.  
The National Association of Manufacturers  
The National Metal Trades Association  
Connecticut Chamber of Commerce

**THE EASTERN MACHINERY CO.**

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## Mechanically Cleaned Semi-Bituminous Coal

Naturally, coal cleaned by our "PNEUMO-GRAVITY PROCESS" is cleaner, more uniform than hand picked coal, just as the mechanical stoker, in its proper field, gives better and more uniform combustion results than the old hand-fired furnace.

It is entirely and continuously *mechanical* in its operation. It does not suffer from temperament, inefficiency, incomplete inspection or any of the ills unavoidable when the human factor must be included.

As *no water* is used in this process, as contrasted with wet washing methods, *no additional freight* charges are incurred by reason of excess moisture, *nor difficulty* encountered in *unloading frozen* coal during winter months. The saving in freight and the increased boiler efficiency obtained, due to the

low ash and sulphur content of "PNEUMO-GRAVITY" coal, is a net saving and of such importance as to warrant the scrutiny and consideration of every buyer of steam coal.

This process successfully cleans from finest Slack up to and including three inch Lump. The product can be loaded as "PNEUMO-GRAVITY" coal, or with the Lump exceeding three inches, as "RUN-OF-MINE" coal.

Produced in Central Pennsylvania Field, from mines in Clearfield, Cambria and Indiana counties.

Shipping to New England via New York Central Railroad, Pennsylvania Railroad, and their connections.

Tidewater deliveries at Baltimore, Md., Philadelphia, Pa., and New York Harbor.

### PEALE, PEACOCK & KERR

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MINES DEVELOPED AND MECHANICALLY EQUIPPED FOR AN OUTPUT OF FOUR MILLION TONS ANNUALLY.

## SALES EXCHANGE

*In this department members may list without charge any new or used equipment or supplies. All copy must be in the hands of the editor by the fifteenth day of the month preceding publication.*

### FOR SALE

48 pcs. — #29 high speed straight shank jobbers drills (Cleveland)  
204 " — #34 high speed straight shank jobbers drills (Cleveland)  
324 " — #39 high speed straight shank jobbers drills (Cleveland)  
702 " — 5/32" high speed straight shank jobbers drills (Cleveland)

Address S. E. 120

### Surplus stock as follows:

.050 x 1-7/16"	C.R.S. strips	x-3-B	12 lbs.
" x 1-7/8"	"	"	504 "
" x 2-1/4"	"	"	55 "
.055 x 3/4"	"	x-4-B	40 "
" x 1-9/16"	"	"	295 "
" x 2-3/8"	"	x-3-B	261 "
.060 x 15/16"	"	-3 fin-4 tem	313 "
" x 1"	"	x-5-B	53 "
" x 1-1/16"	"	x-4-B	8,859 "
" x 1-1/8"	"	"	521 "
" x 1-5/16"	"	"	25 "
" x 1-3/8"	"	"	139 "
" x 1-3/4"	"	x-2-B	72 "
.062 x .255	"	x-3-B	140 "
.063 x 15/16"	"	"	328 "
" x 1-11/16"	"	"	98 "
" x 3-3/8"	"	x-4-B	1,173 "
.065 x 7/8"	"	"	21 "
" x 1-1/4"	"	x-3-B	7,236 "
" x 1-1/2"	"	"	334 "
" x 1-9/16"	"	x-4-B	130 "
" x 1-13/16"	"	x-3-B	280 "
" x 2"	"	x-4-B	377 "
" x 2-1/8"	"	x-5-B	3,289 "
" x 2-3/16"	"	x-4-B	1,143 "
" x 3-1/4"	"	x-3-B	598 "
" x 3-3/8"	"	"	136 "
.068 x 7/8"	"	x-4-B	443 "
.070 x 1-3/8"	"	x-3-B	86 "
.072 x 1-15/16"	"	1/2 hard	3,071 "
.075 x 3-3/16"	"	x-3-B	782 "
.080 x 2"	"	x-5-B	963 "
.083 x 1-3/4"	"	x-3-B	1,625 "

.085 x 1-5/8"	"	"	x-4-B	30 lbs.
" x 1-1/4"	"	"	"	984 "
" x 1-5/8"	"	"	"	119 "
.100 x 2-1/16"	"	"	"	200 "
.125 x 1 1/2"	"	"	#2T. #4 edge	995 "

Address S. E. 102F

1 — Fitchburg engine 13" x 23", H. P. 100, 127 RPM; fly-wheel 8 feet diameter x 16" face; belt 14"; steam supply 4" exhaust 5". One 5" back pressure valve; one 5" exhaust head. Floor space 16 ft. x 8 ft. 6". Blue print of foundation on request. Engine is in position and can be seen in operation.

Address S. E. 109.

### WANTED TO BUY

a. Small compressor suitable compressing bandages and surgical dressings.  
b. 40" blade paper shear.

Address S. E. 121.

One 750 H. P. engine, second hand.

Address S. E. 122.

### FACTORY PROPERTY FOR SALE OR RENT

#### WATERBURY.

a. Plant containing over 40,000 sq. ft. of floor space, consisting of boiler house, engine room, office building and seven adjoining buildings. Heated, sprinklered and well equipped with boilers, engine, etc. Yard contains 1 1/2 acres. Full specifications on request.

b. Large factory building containing 11,640 sq. ft. adjoining tracks and with loading platform. Open shed adjoining containing 8,000 sq. ft.

#### NORWALK.

a. Building of four floors 93 x 45 and well lighted attic. Additional buildings make combined floor space of 20,000 square feet. Sprinklered. Has elevator, dumb waiter and good engine and boiler equipment.

b. Modern brick and mill construction factory on lot 100 x 193.

## EMPLOYMENT SERVICE

*This department is open to all members without charge. All copy must be in the hands of the editor by the fifteenth day of the month preceding publication.*

**PLANT ENGINEER** — Eighteen years' experience in mechanical and structural engineering. Last five years in charge of engineering department of large industrial plant. Available at once. Address P. W. 167.

**OFFICE ASSISTANT** — High school and business college education. Understands bookkeeping. Knowledge of machinist trade and of general factory operations including purchasing and sales. Address P. W. 168.

**CLERICAL ASSISTANT OR SALESMAN** — Seven years on machine work with Connecticut paper

manufacturer. Six years clerical work in silk manufacturing concern followed by four years sales work. Address P. W. 169.

**STATISTICIAN** — Princeton graduate, married. 1910-1918 paymaster and cashier with Otis Elevator Company. During war with Motor Vehicles Division in charge of statistics and termination of contracts and with Director of Sales. Wrote history of sales activities of War Department. Address P. W. 170.

**ACCOUNTANT** — 23 years of age and graduate of McGill University of Montreal in accounting. Also has diploma in civil engineering. Address P. W. 171.



## SALES EXCHANGE

*In this department members may list without charge any new or used equipment or supplies. All copy must be in the hands of the editor by the fifteenth day of the month preceding publication.*

### FOR SALE

48 pcs. — #29 high speed straight shank jobbers drills (Cleveland)  
204 " — #34 high speed straight shank jobbers drills (Cleveland)  
324 " — #39 high speed straight shank jobbers drills (Cleveland)  
702 " — 5/32" high speed straight shank jobbers drills (Cleveland)

Address S. E. 120

### Surplus stock as follows:

.050 x 1-7/16" C.R.S. strips	x-3-B	12 lbs.
" x 1-7/8"	"	504 "
" x 2-1/4"	"	55 "
.055 x 3/4"	"	40 "
" x 1-9/16"	"	295 "
" x 2-3/8"	"	261 "
.060 x 15/16"	"	313 "
" x 1"	"	53 "
" x 1-1/16"	"	8,859 "
" x 1-1/8"	"	521 "
" x 1-5/16"	"	25 "
" x 1-3/8"	"	139 "
" x 1-3/4"	"	72 "
.062 x .255	"	140 "
.063 x 15/16"	"	328 "
" x 1-11/16"	"	98 "
" x 3-3/8"	x-4-B	1,173 "
.065 x 7/8"	"	21 "
" x 1-1/4"	x-3-B	7,236 "
" x 1-1/2"	"	334 "
" x 1-9/16"	x-4-B	130 "
" x 1-13/16"	x-3-B	280 "
" x 2"	x-4-B	377 "
" x 2-1/8"	x-5-B	3,289 "
" x 2-3/16"	x-4-B	1,143 "
" x 3-1/4"	x-3-B	598 "
" x 3-3/8"	"	136 "
.068 x 7/8"	x-4-B	443 "
.070 x 1-3/8"	x-3-B	86 "
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.085 x 1-5/8"	"	"	x-4-B	30 lbs.
.090 x 1-1/4"	"	"	"	984 "
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.125 x 1/2"	"	"	#2T. #4 edge	995 "

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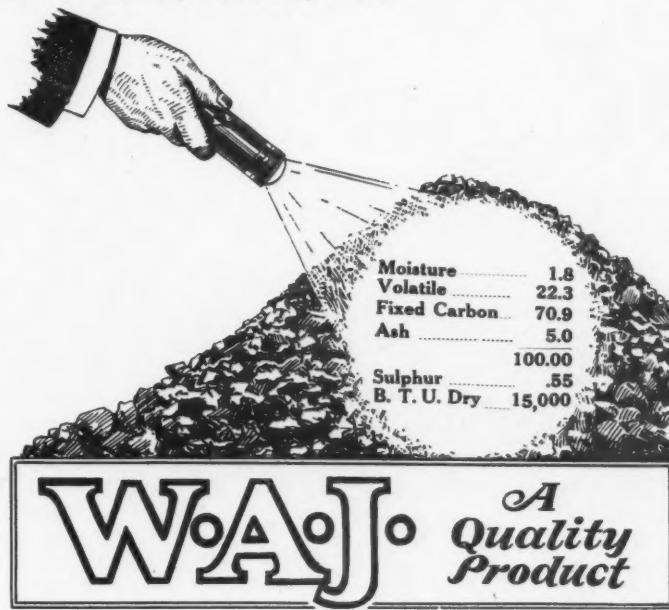
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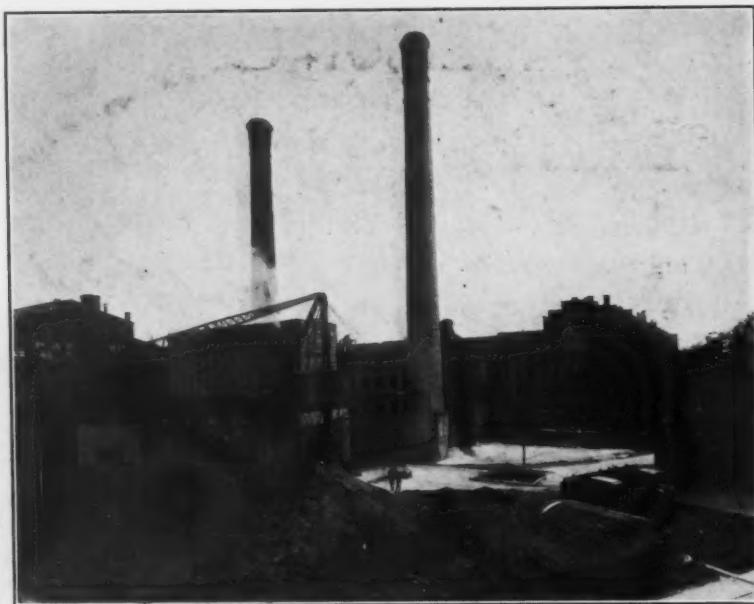
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